

DALTON POLICE DEPARTMENT
AGENCY AND DIVISION

Accomplishments for 2014

and

Goals and Objectives for 2015

January 1, 2015

January 1, 2015 2014 ACCOMPLISHMENTS

2014 AGENCY ACCOMPLISHMENTS

- Secured Drug Disposal Box through grant funds
- Obtained successful state certification re-certification assessment
- Developed new Active Threats policy
- Completed and implemented Project Management System
- Completed first class of Leadership Development Program
- Set up and facilitated sergeant and lieutenant promotion tests
- Set up paperless opportunity for improvement and departmental commendation system
- Completed Use of Force Research Project, focusing on weapons pointed
- Developed systems to handle new GCIC restrictions policy
- Split Federal Forfeiture Funds into two separate accounts
- Reached in excess of 4200 followers on Twitter account
- Reached in excess of 3400 followers on Facebook page
- Averaged 350 unique visitors to departmental blog
- Organized media campaign for distracted driving outreach
- Developed twelve update articles for department newsletter
- Conducted budget reviews of divisions' operations
- Completed a Citizen Survey
- Increased compensation incentives for department Field Trainers (PTOs)
- Hired eight personnel, including one administration intern position

- Created “Traffic Safety Officer of the Year” award
- Created on-call roster for command staff personnel
- Implemented TimeClock Plus timekeeping system
- Digitized administrative files and personnel files into the imaging system (Laserfiche)
- Shredded payroll records through 2010
- Updated personnel records in Spillman RMS for all active employees

2014 PATROL DIVISION ACCOMPLISHMENTS

- Conducted fourteen educational programs
- Conducted two child safety checkpoints
- Conducted nineteen traffic safety checkpoints
- Conducted two hundred fifty-eight selective enforcement details
- Decreased the number of DUI related crashes to 2.78% through selected traffic enforcement and educational initiatives
- Taught fourteen traffic safety information classes
- Taught Fatal Vision and Teen Maze
- Posted thirty-six traffic safety messages to the police department’s blog
- Conducted a Collision Avoidance training class for teen drivers
- Conducted Operation Thumbs Up to educate drivers about distracted driving
- Received first place in the Governor’s Challenge for Outstanding Achievement in Traffic Education and Enforcement
- Conducted 2014 Citizens’ Academy
- Participated in Leadership Dalton/Whitfield 2014-2015
- Two patrol sergeants began the Georgia Law Enforcement Command College Program

- Decreased Part I Crimes 1.21%
- Decreased Burglary 2.03%
- Decreased Larcenies 5%

2014 CRIMINAL INVESTIGATIONS DIVISION ACCOMPLISHMENTS

- The Drug Enforcement Unit participated in five major trafficking investigations which involved multiple agencies.
- During 2014, the Drug Enforcement Unit filed seizure papers on approximately \$250,195.86, and four vehicles.
- The Drug Enforcement Unit developed and signed up thirty-eight informants in 2014.
- Three homicides were investigated during 2014; two were cleared by arrest and one already having a conviction and the other trial is pending. The remaining case is currently being investigated.
- Two cold case homicides were assigned to two different teams of detectives for further review and to check for any possible evidence that could be resubmitted to the crime lab for further testing. This is still an ongoing process.
- Detectives continue to be very active in the local monthly bank meetings, as well as the regional meetings in Chattanooga. These meetings bring together law enforcement and banking officials to try and disrupt financial crimes.
- Contact is being made on cases within three business days once the case is assigned. On unassigned Part I cases, the complainant is being contacted and advised the case is no longer active.
- Detectives completed advanced training, including, but not limited to:
 - Homicide Classes/Conferences – 5 detectives
 - Barricaded/Hostage Negotiations – 3 detectives
 - Investigating Major Cases – 2 detectives
 - Digital Evidence Recovery/Cyber Crimes – 3 detectives

- One detective completed polygraph training and internship and is currently working as one of the department's two polygraph examiners.
- A DNA swab dryer was purchased for processing evidence in the lab.
- Detectives assisted with the Citizens' Academy, taught crime scene classes at two different high schools, and participated in several Career Days at local elementary schools.
- Safe Streets detectives gave four presentations on gangs.
- The crime scene detective assisted with instructing the Crime Scene class that was taught at the Police Services Center.
- The crime scene detective assisted with 83 cases, processing 314 individual items for possible evidence.
- DNA evidence was sent to an outside lab for testing for a test case, to evaluate the lab for possible future use.

2014 SUPPORT SERVICES DIVISION ACCOMPLISHMENTS

- Developed computer based training for annual required training on critical tasks
- Completed transition to new document imaging system
- Replaced the Uninterrupted Power Supply in the server room
- Conducted the 2014 Citizen's Survey
- Entered all Use of Force Reports into the Guardian Tracking System and into Laserfiche
- Offered a combination of intermediate and advanced classes
- Conducted (8 hour) Use of Force classes for all sworn personnel
- Sealed the parking lot and cracks in the asphalt at the Police Services Center
- Conducted one Active Shooter presentation for Dalton Schools
- Installed roof over porches at the north and south ends of the Police Services Center

- Installed a carport to protect the Mule ATV from the elements
- Installed Police Memorial and lighting
- Replaced blighted trees in front of the Police Services Center
- Offered 8 hours of driver's training and skid recovery training to all sworn personnel
- Held separate firearms training sessions for daytime and lowlight
- Replaced computers as new ones became available
- Offered Basic Spanish
- Offered Advanced Spanish
- Hosted three interns

January 1, 2015

2015 GOALS AND OBJECTIVES

AGENCY GOALS

Goal 1: To Reduce the Rate of Part I Crime in Dalton

Objectives:

- A) Reduce Part I Crimes by addressing specific areas
 - Target criminal patrols
 - Conduct operations in at least two “hot spots”

Goal 2: Improve the Quality of Internal and External Communication

Objectives:

- A) Conduct division and section meetings
 - Meet with each division in small group settings
 - Conduct at least one “Town Hall” meeting with employees
- B) Conduct the Internal/Employee Survey
 - Select a project coordinator for implementation
 - Implement survey
 - Review the results for use on the 2016-2018 Multi-Year Strategic Plan
- C) Conduct Citizen Academy

Goal 3: Secure and Maintain Resources Which Must Meet Agency Needs

Objectives:

- A) Conduct zero-based review of selected division operations costs
 - Conduct review at the division level by May 31, 2015
- B) Submit the agency budget within the prescribed time and format
 - Seek input from divisions and components by May 31, 2015
 - Seek input from PSC Chair by June 15, 2015
 - Develop draft budget by July 1, 2015, for review with PSC Chair
- C) Create and Execute Spending Plans for Certain Division Budget Lines

- Division commanders submit spending plans for designated lines no later than February 15, 2015
- Division commanders report on progress monthly

Goal 4: Increase Retention of Valuable Employees

Objectives:

- A) Revise the Civilian Career Development Plan
 - Review current contents and procedures
 - Develop new career steps and receive clearance from Human Resources and Public Safety Commission by May 31, 2015
 - Implement updated program by July 1, 2015
- B) Act on Opportunities for Improvement
 - Receive suggestions from employees
 - Resolve suggestions within 90 days

Goal 5: Reduce Roadway Crashes

Objectives:

- A) Reduce crashes involving teenage drivers
 - Deliver Collision Avoidance training to local teenage drivers
 - Monitor and follow up with graduates
 - Present Fatal Vision and other preventive methods at local high schools
 - Participate in 2015 Teen Maze
- B) Hold drivers accountable for dangerous behaviors
 - Conduct traffic enforcement, targeting excessive speeders
 - Enforce school zone speed limits
 - Add East MLK to radar permit
 - Work with Hospitality Association for rides for intoxicated patrons
 - Establish marked “residential” areas in Dalton

Goal 6: Hire Highly Qualified Employees Using a Well Designed Recruiting Plan

Objectives:

- A) Enhance the current recruiting plan
 - Develop advertisements, posters, etc., that accurately portray Dalton police officers as successful and part of an elite force

- Develop recruiting material, posters, video, and Internet resources illustrating Dalton Police female and minority officers as an integral, successful part of the professional force
 - Use the resources of administrative staff to arrange applicant appointments; notify applicants; maintain demographic data and assemble files
 - Increase advertisement through social media sites
 - Assemble a cross section of employees to travel to academies, colleges, and universities for recruitment or job fairs
 - Conduct recruiting/demonstration booth at large retail locations (with permission or temporary rental) with vehicle, uniform, and equipment on display, with officers to provide information
- B) Revise recruiting incentives
- Offer incentives for foreign language skills that are prevalent in our service delivery area
 - Continue PTO incentives during active instruction periods
- C) Seek more diverse employment to more closely reflect the department service delivery area
- Contact local groups and ministries to build a liaison that will increase contacts with qualified candidates
 - Seek nominations or referrals from community groups
 - Seek to contact minority students through various Dalton State College groups
 - Advertise with local minority-market radio and newspapers
 - Continue publication of advertisements in regional/national publications

Goal 7: Increase the Professional Development of Employee

Objectives:

- A) Explore the Certified Administrative Professional Program (CAP)
- Inquire about requirements
 - Enroll interested employees
 - Receive certifications for graduates
- B) Conduct Critical Incident Training
- Provide training for agency supervisors using scenarios and operational exercise
 - Provide training for line personnel using scenarios and operations exercise
- C) Provide training for civilian personnel
- Attendance at GACP Administrative Assistant Training Conference
 - Webinars and off-site training offered by CAP Program and International Association of Administrative Professionals (IAAP)
 - Public Relations Specialist training
 - MIS/Spillman Administrator training

PATROL DIVISION GOALS

Goal 1: Reduce the Rate of Part I Crime in Dalton

Objectives:

- A) Prevent or disrupt criminal activity
 - Examine available data to determine heaviest concentration of Part I Crimes
 - Concentrate resources, on a timely basis, within districts or sections with heaviest concentration of Part I Crimes
 - Deploy a combination of vehicle, foot, and bicycle patrol in target areas
 - Identify crime trends at the earliest possible point
 - Increase stops for unlawful behaviors, disorderly issues, and violations within the concentrated area
 - Conduct neighborhood canvass operation after crimes are reported and document the individuals contacted, their observations, and warn them about observed trends

- B) Arrest criminal offenders and/or disrupt future criminal activity of prolific offenders
 - Identify individuals known or most likely to be involved in prolific or serious criminal activity
 - Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
 - Stop and conduct documented field interviews of all suspicious persons, and investigate suspicious vehicles
 - Collect full, accurate information from every person involved in an incident, field interview, traffic crash or traffic violation, and make relevant involvements and associations in Spillman RMS

Goal 2: Increase the Retention of Valuable Employees

Objectives:

- A) Evaluate leadership and management techniques by:
 - Involve employees at the line level with developing new ideas and solutions to known issues or current projects by discussing the desired outcome and involving employees to develop the solution
 - Maintain an open line of communication for “fact checking”, rumor control, etc.

Goal 3: Reduce the Amount of Vehicle Crashes on Roadways in Dalton

Objectives:

- A) Reduce rear-end and distracted driving crashes
 - Identify locations which experience high rear-end crash rates
 - Conduct time and location-appropriate traffic enforcement, targeting distracted and following too close violations
 - Develop Crash Avoidance Training (CAT) for 15-16 year olds and require a contract with students and parents
 - Use radio, print, and Internet to spread information about traffic safety

- B) Hold drivers accountable who engage in dangerous driving behaviors
 - Conduct traffic enforcement, targeting drivers who operate at excessive speeds
 - Regularly enforce speed limits in school zones
 - Aggressively target drivers under the influence of alcohol or drugs

Goal 4: Improve the Quality of Internal and External Communication

Objectives:

- A) Increase the amount and effectiveness of two-way, internal communication between all divisions of the department
 - Keep roll call attendance open for cross-unit/division/section attendance
 - Continue the 28-day CID rotation as staffing permits

- B) Increase the amount and quality of external communication
 - Deliver straightforward information to community leaders by becoming involved in local civic groups and community activities

Goal 5: Implement a Code Enforcement Function to Address Unsafe, Unsanitary, and Unlawful Community Conditions

Objectives:

- A) Select personnel for assignment to the function
 - Post the notice of position opening(s) to all personnel
 - After an appropriate process, select the individuals who are best suited to the assignment
 - Conduct relevant training for personnel assigned to the function

- B) Create goals for the code enforcement function
 - Identify the priorities for the unit, based on internal and external analysis of the environment
 - Establish a system to track duties and workflow of code enforcement personnel

- Implement the goals and plan for the code enforcement function, including several predetermined benchmarks for progress

Goal 6: Increase the Professional Development of Employees

Objectives:

- A) Conduct Critical Incident Training
 - Provide training for agency supervisors using scenarios and operational exercise
 - Provide training for line personnel using scenarios and operations exercise

CRIMINAL INVESTIGATIONS DIVISION GOALS

Goal 1: Reduce Part I Crimes by Addressing Specific Geographic Areas Within the City with the Highest Reported Rates of Occurrence Over the Past Three Years

Objectives:

- A) Work on creating an informant base which includes long term, as well as short term, informants
- B) Meet with Patrol weekly to discuss arrests and possible informants

Goal 2: Improve the Quality of Internal and External Communication by Focusing on Content and Context of Communications, and Providing Updated Training for All Personnel

Objectives:

- A) Have everyone who is a crime victim with an open case that will not be assigned for investigation contacted to let them know and verify if there is any more information available that would justify the case being assigned
- B) We will continue to notify people of their case status within three days of receiving report
- C) Have the second shift investigator attend roll calls and ride along with second or third shift at least once during their on-call week

Goal 3: Secure and Maintain Resources That Meet Agency Needs

Objectives:

- A) Create a committee with members from both general investigations and specialized units to research and suggest new and innovative resources to assist the agency in our mission

Goal 4: Increase the Retention of Valuable Employees

Objectives:

- A) Involve investigators in the process of recognizing great work efforts

Goal 5: Increase the Professional Development of All Agency Personnel

Objectives:

- A) Have investigators attend major investigation classes or conferences teaching up-to-date and innovative techniques every year
- B) Conduct training involving major case scenarios with hostage negotiation, as well as warrant entry

Goal 6: Create a Dedicated Agency Intelligence Function to Develop Information, Data, and Knowledge Into Actionable Intelligence

Objectives:

- A) Provide our analyst with tools such as ROCIC access to increase capability, as well as increase utilization by investigators

SUPPORT SERVICES DIVISION GOALS

Goal 1: Reduce the Rate of Part I Crime in Dalton

Objectives:

- A) Prevent or disrupt criminal activity
 - Communicate periodic data and information to personnel (crime trends, future trends) at the earliest point possible

- B) Identify prolific offenders
 - Identify individuals known, or most likely to be involved in prolific or serious criminal activity
 - Inform sworn personnel when prolific criminals are known suspects or have outstanding warrants
 - Develop a continuous "Top 10" of most wanted suspects who have outstanding warrants

- C) Prevent crime through community involvement
 - Increase personal interactions with citizens and business people
 - Recruit citizen/business ride-along candidates to improve local knowledge of crime concerns

Goal 2: Increase the Retention of Valuable Employees

Objectives:

- A) Evaluate conditions and circumstances which motivate employees
 - Conduct discussions with employees to determine the conditions which promote positive morale
 - Make adjustments where possible in working conditions or other areas

- B) Provide lasting incentives for employees to stay motivated and achieve higher job satisfaction
 - Assist employees in developing a high level of readiness that allows most tasks to be completed with only general instruction (delegation with mostly autonomous action)
 - Provide support and discussion with employees to underscore the importance of a sense of purpose for every member

- C) Maintain or improve physical work environment
 - Repair vehicles as quickly as possible, including ergonomic issues, and update steering and suspension components at higher mileages

- Maintain the Police Services Center on a regular basis, making necessary repairs to all systems

Goal 3: Hire Highly Qualified Employees Using a Well Designed Recruiting Plan

Objectives:

- A) Enhance the current recruiting plan
 - Develop recruiting material, posters, video, and Internet resources illustrating Dalton Police female and minority officers as an integral, successful part of the professional force
 - Use the resources of administrative staff to arrange applicant appointments; notify applicants; maintain demographic data; assemble files
- B) Seek more diverse employment to more closely reflect the department service delivery area
 - Contact local groups and ministries to build a liaison that will increase contacts with qualified candidates
 - Seek nominations or referrals from community groups
 - Seek to contact minority students through various Dalton State College groups

Goal 4: Increase the Professional Development of all Agency Personnel

Objectives:

- A) Increase local training opportunities
 - Certify more and specialized instructors by selecting suitable employees, locating training classes, and sending personnel
 - Solicit future instructor training candidates by surveying personnel and conducting assessments
- B) Provide off-site training opportunities
 - Provide access to tuition assistance by processing and forwarding requests promptly to City Human Resources
 - Assist employees in locating grants and scholarship assistance
 - Assist employee with flexible scheduling, if possible
- C) Establish and continue lateral training opportunities
 - Establish rotation/cross training of civilian personnel (possibly 10 days), conducting at least three civilian rotations per year
- D) Seek training opportunities from non-traditional sources
 - Identify non-traditional training and development resources to increase employee development that adds value for the employee and agency

- Identify non-traditional training methods such as online, literature, and professional circulars/publications
- Evaluate potential for participation in private sector management or business training
- Provide critical incident training scenarios to sworn supervisors within the division

Goal 5: Improve the Quality of Internal and External Communication

Objectives:

- A) Increase the amount and effectiveness of two-way, internal communication between all divisions of the department
- B) Increase the amount and quality of external communication
 - Maintain active membership in a civic club (Kiwanis)
 - Arrange for department-related presentations at least once per year in each civic club
 - Distribute leaflet/small flyers (one-pager) for distribution as opportunities arise to highlight department services
- C) Increase the quality of internal communications at all levels
 - Review current information delivery sources for effectiveness
 - Survey members for how often they use each source
 - Establish a more cohesive meeting for all units in the division
 - Ensure message is consistent throughout lines of communication
- D) Identify and provide/attend training to improve communication skills

Goal 6: Increase the Public Value of Agency Members Through Professional Delivery of Services, Professional Behaviors, and Positive Interactions

Objectives:

- A) Conduct ongoing training and discussions for agency personnel
 - Conduct discussions at the unit level on the importance of top-quality customer service
 - Ensure that each agency member is fully trained and competent to handle expected situations, and conduct training and follow-up discussions on the use of discretion in deciding the right (best) thing to do in a situation
- B) Increase the quality of internal and external interactions
 - Strive to make every written and verbal communication as professional as possible with basic courtesy and respect
 - Make every contact with other criminal justice system entities as professional as possible

- C) Increase the quality of customer service
 - Treat every contact with customers as an opportunity to provide exceptional customer service
 - Make every effort to help customers or direct them to the correct service/location on the first contact
- D) Build and maintain networking and other community relationships
 - Conduct a Citizens' Academy at least once per year
 - Accept qualified college interns
 - Attend local community events and provide information to attendees; make presentations when possible
 - Conduct National Night Out events at least once per year
 - Research options to enhance the Citizens' Academy experience; and/or create an additional citizen/police interaction experience

Goal 7: Secure and Maintain Resources That Meet Agency Needs

Objectives:

- A) Evaluate current personnel, equipment, facilities, and operational funding to determine current readiness
 - Evaluate agency facilities and grounds to determine readiness and determine comprehensive needs by priority or urgency
 - Compare DPD facilities and equipment to other similar agency best practices
- B) Establish a consolidated listing of external agencies, businesses, and individuals to use as a resource in specific instances
 - Collate an inclusive listing of agreements and external resources and make this available, at a minimum, to all supervisory and management staff; assign responsibility for periodic review and update
 - Conduct sufficient training for agency personnel on various external resources
- C) Develop a continual, prioritized plan that outlines overall agency needs